



# ONBOARDING FOR MEDICAL LEADERS

Effective onboarding of new medical leaders enhances overall engagement and experience throughout their leadership tenure. Medical leaders responsible for hiring direct reports play a critical role in supporting this process. Successful onboarding strengthens relationships and develops a sense of belonging within the organization's culture. The Medical Staff Engagement and Development (M.E.D) team of Medical and Academic Affairs is currently developing a medical leader onboarding program to support new medical leaders in the operational and departmental leadership structures.

## PROJECT DESCRIPTION

The goal of the Medical Leader Onboarding Project is to develop a robust and sustainable medical leader onboarding program for new medical leaders within the departmental and operational structures that will:

- Facilitate opportunities to provide role clarity,
- Facilitate development of core leadership competencies,
- Build relationships with key contacts within the health authority, and
- Develop peer connections.

**Onboarding** is an ongoing process (not an event) of assimilation, focused on enculturation and socialization. Its purpose is to support medical staff to build relationships and develop a sense of belonging within the organization, and to set them up for success.

**Orientation** is a part of the onboarding process. It is an event (or events) whereby medical staff are provided tools and information to become familiarized with their specific working environment and responsibilities. Its purpose is to ensure medical staff are ready to commence their new role.

Onboarding is a small piece of a larger **talent management strategy** which includes medical staff sourcing, developing, and rewarding. Other work is in development and underway within Medical & Academic Affairs to enhance overall talent management. More information can be found here on [Medical & Academic Affairs Projects](#).

### Source

- ✓ Recruiting
- ✓ Workforce Planning
- ✓ Succession Management

### Align

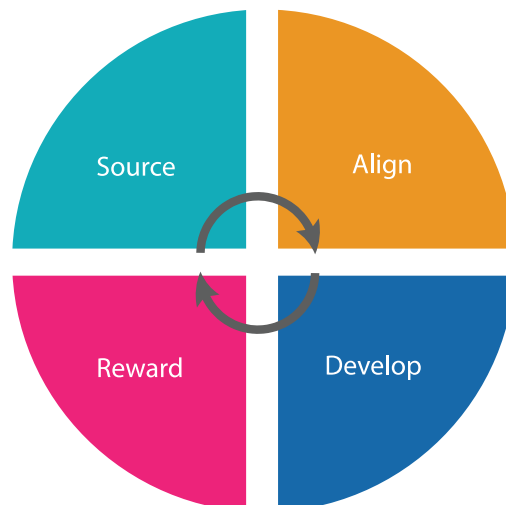
- ✓ Onboarding
- ✓ Strategic Plan/Goal Alignment
- ✓ Performance Management

### Reward

- ✓ Recognition Programs

### Develop

- ✓ Professional Development
- ✓ Career Pathing
- ✓ Leadership



## ONBOARDING FRAMEWORK

An initial framework has been developed and is currently being trialed for new medical leaders. This framework consists of three key target timelines and activities:

**At Acceptance:** New leaders are welcomed by the M.E.D team who will act as a concierge to support medical leaders' development throughout their leadership tenure.

**Within the 1st Month:** New leaders will meet with a member of the M.E.D. team who will:

- Introduce Medical & Academic Affairs' role and supports available.
- Set up meetings with various key contacts to: clarify role expectations and leadership structure functions, share information, tools, and resources to help develop core competencies, and build relationships.
- Provide registration information for upcoming Medical Leadership Development Program workshops.
- Inquire if the new leader has had a peer mentor assigned and if not, facilitate that opportunity, if desired.
- In collaboration with the new leader, develop an announcement, including photograph, for distribution.

**Within 6 Months:** New leaders will attend the [Navigating Island Health Medical Leadership](#) orientation workshop and complete orientation learning modules (future state).

## WHAT DO YOU NEED TO DO?

Successful onboarding starts during the recruitment or appointment process. If you are a medical leader responsible for hiring direct reports, ensuring that the new leader understands their role and expectations, and has ongoing support and mentorship will set them up for success.

**Ensure Clarity:** During the recruitment/appointment process, discuss in detail with your new leader the core responsibilities of the position, time commitments, compensation, co-leadership functions, and the specific/desired deliverables for the role.

**Assign a Mentor:** Having a mentor provides a new leader with impartial advice and encouragement, develops professional and supportive relationships, enhances peer recognition, improves confidence and enhances job satisfaction. The ideal mentor is someone who is not in direct authority of the new leader, is outside of their immediate circle, but preferably doing a similar or related role. We encourage you to ask your new leader if they would like to be connected with another medical leader for mentorship. If so, identify a mentor and facilitate the connection.

**Discuss Education & Training Opportunities:** Identify and discuss education and training needs with your new leader. The M.E.D. team can support you and your new leader in identifying professional development opportunities, including but not limited to the [Island Health Medical Leadership Development Program](#).

**Provide Feedback on Onboarding Framework:** Formal medical leader onboarding is not currently offered in any BC health authority. What has been developed to date is based on feedback received from a variety of our current and past medical leaders. To ensure that we are developing and providing the supports our leaders need, continuous feedback is essential. You may be contacted directly by the project lead for your feedback and we would also welcome and encourage your comments, questions and suggestions at any time to [MedStaffDevelopment@viha.ca](mailto:MedStaffDevelopment@viha.ca)

## WHAT LIES AHEAD?

- Continuous evaluation of initial framework to ensure value to both new and current medical leaders.
- Develop learning modules to support leader orientation and development.
- Centralize materials and resources into a Medical Leader's Onboarding webpage

## QUESTIONS?

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